Administrative Excellence Advisory Committee

<table>
<thead>
<tr>
<th>Date:</th>
<th>Thursday, August 4, 2011</th>
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<tbody>
<tr>
<td>Start/End Time:</td>
<td>10 am to 11:30 am</td>
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<tr>
<td>Location:</td>
<td>260 Bascom Hall</td>
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</tbody>
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**Present:**

Members: Mark Bugher, Irwin Goldman, Aaron Crandall, JoBeth Dudley, Anne Mekschun, Jeff Shokler,
Ex Officio: Bruce Maas, John Krogman, Bob Andresen, Don Miner, Alan Fish

Invited Guests: Provost Paul DeLuca, Vice Chancellor for Administration Darrell Bazzell

Staff: Alice Gustafson (Project Manager), Scott Hildebrand, Barb Burchfield, Maury Cotter, Stacy Forster

Huron Consultants: Scott Friedman, Adam Fennel, Mike Kenney

**Unable to attend:**

Brad Barham, Julie Underwood, Brandon Williams, Bethany Pluymers

**----- MEETING NOTES-----**

**Highlighted Activities:**

**Agenda Review and Announcements –**

Project Manager Alice Gustafson facilitated the meeting in place of committee Chair Brad Barham, who was unable to attend. Alice welcomed Bruce Maas, the new campus CIO, as an ex officio member of the committee and thanked Joanne Berg for her service as interim CIO. With the committee focusing on Research Administration today, Alice introduced Mike Kenney of Huron, who did much of the work for Huron in the Research Administration area. She also introduced Bob Andresen from Research and Sponsored Programs, who was filling in for RSP Director Kim Moreland.

**Project Timeline and Status –**

Alice said the Advisory Committee will devote the August 18 meeting to discussing the work of the sub-group that was appointed to develop a strategy for moving recommendations forward. Alice also said the Auxiliary Operations review was launched this week. She said Auxiliary directors had an opportunity to provide feedback on what the Huron consultants should address in their review. She gave a verbal description along with a handout of the scope of the Auxiliaries review. The review will focus on three key areas – auxiliaries facilities management, dining services and catering, and customer (student) interface – over six weeks.

The committee discussed the sub-group’s work on a go-forward strategy. Irwin Goldman said the goal is to prioritize recommendations and figure out how to deploy them on campus. Scott Friedman of Huron developed a framework for identifying priority opportunities, which was distributed to the committee. Irwin said the sub-group welcomes comments from committee members on the data and priorities described in the document. Vice Chancellor Bazzell said recommendations in many cases will be driven by the appetite for change on campus. Provost DeLuca said the document should be “taken up a notch” and reorganized on the basis of the
potential impact on campus. Scott Friedman said these issues will be explored as part of a facilitated discussion August 18.

Area of review –
Research Administration –

Mike Kenny of Huron said the Research Administration review focused on broad touch points. The review included (1.) high-priority areas, and (2.) a dashboard of additional opportunities. Huron conducted an extensive PI survey (190 responses) and submitted a lengthy data request to RSP and others. Huron found that although opportunities for improvement remain, UW-Madison has made significant strides in improving research administration. Overall, central research administration is lean in comparison to benchmarks. APR and RSP process improvements have led to measurable improvements and have been received positively.

Addressing the high-priority opportunities, Huron found that UW-Madison can do more to promote efficient, strategic and high-quality provision of animal care services to the campus. Huron found more than 50 animal-care facilities on campus, reporting to five school-operated centers. There is a demonstrated financial impact to having such a wide range of operations, and increased coordination of animal facilities could standardize service levels, improve quality of care and lower costs. Mike said the annual UW-Madison subsidy for animal-care facilities is about $4.5 million. Coordination around staffing and purchasing could lower expenses, he said.

Huron findings/recommendations in other areas included:

- Compliance office coordination: Compliance programs on campus are decentralized, and there is an opportunity for increased coordination among compliance offices.
- Distributed research administration staffing: Research administration in distributed units could be improved by providing administrators who are exclusively devoted to research administration. A program for a new dedicated research position in schools and research centers should be piloted.
- Training and outreach: Enhanced training for PIs and research administrators will improve the efficiency and effectiveness of research processes.
- Research information consolidation: The campus research community would benefit from a one-stop research “gateway” that provides individualized information on research grants and contracts, financial management, and compliance protocols.

The Huron consultants also presented a dashboard that assessed additional key functions in research administration and identified potential opportunities. The pre-award process is functioning reasonably well, Huron found, and several APR/RSP process redesign projects have improved key pre-award functions. The University is in the process of starting an Office of Industrial Contracts in hopes of more nimbly, efficiently and effectively engaging industry sponsors. In the post-award area, process redesign efforts are focused on financial reporting and closeout in hopes of not accumulating additional backlogs in both areas.

Wrap up –
Alice reiterated that the August 18 meeting will focus on discussion of a strategy for moving the Administrative Excellence initiative forward.

**NEXT MEETING WILL BE:**
Thursday, August 18 10 am to 11:30 am in Room 260 Bascom